6.2 Agency Implementation Plan

This section of the Business Blueprint serves to provide a discussion and description on the primary activities to occur during the implementation of each State agency. The agencies have been divided among eight (8) financial and procurement rollout schedules. Each rollout project or "wave" will entail a 4-13 month process of direct support and implementation activities. Prior to the implementation activities, the project team will require the assistance of the agency for various assessment and review activities. The culmination of these activities is identified in the sections below.

The functional requirements of the Business Blueprint were gathered during numerous workshop sessions for each functional area. The participants in the workshops served as the key representatives for the agencies. Due to the limitations of the size of the workshops, it is recognized that not all agencies were able to attend each of the workshops. Therefore, the individuals identified from their respective agencies were selected to participate based on 1) the amount of effort required in their agency to manage a specific functional activity (i.e. numerous grants, numerous projects, complex funding, decentralized processing, large inventory facilities, etc.) and 2) their agencies request to participate in the workshops. The individuals selected were expected to be a representative sample of the agencies within the State. The decisions reached from the participants would serve as the model to rollout the SCEIS solution to the State.

In order to assist in the agency rollout activities, the project team has identified a support team (Agency Support Team) to be assigned the responsibilities of assisting in the management of the agency implementation and serve as the conduit or liaison between the agency implementation team and the project team. Due to the importance of the Agency Support Team and the activities and services they will provide to the implementation, a description of their efforts have been included in this section.

6.2.1   Agency Support Team

The Agency Support Team is comprised of individuals working within the Change Management Team. The Agency Support Team will serve as the frontline and primary point of contact between the Agency's project team and the central project team. The Agency Support Team will consist of four to seven individuals from the project team and will vary in number from project to project. The team will be assigned one or multiple agencies based on the project rollout plan and complexity of the agencies in that project. The Agency Support Team will:

- Be responsible for working with the assigned agency or group of agencies for a specific implementation project

- Act as a liaison to help ensure agency requirements are addressed, problems and concerns are addressed promptly, and participation remains at adequate levels

- Work closely with the functional teams and project management throughout the implementation process

- Provide updates and status impacting the assigned agency or group of agencies

- Review schedules and implementation plans to identify if adequate resources are being assigned

- Review communication plans (based on agency size and decentralization of activities) to identify how information is being disseminated from the agency to its employees

- Address status relating to defining master data, identifying users, reviewing agency technical requirements, designing and building interfaces from legacy systems, and converting data

6.2.2   Business Process Review

The Business Blueprint, as developed through the workshops and support of the agency participants, is defined at a summary process level. The Blueprint document and process flows will be overlaid onto the agency's processes for validation. The Agency Support Team along with representatives from the functional team will review the impact of the high-level processes with the agency's specific processes. Gaps between the high-level and specific agency requirements will be addressed between the project team and the agency. The Agency Support Team will assist in the facilitation of this process review.

Each process review at the agency level should begin at least two months prior to the scheduled start date of the wave. The Agency Support Team will work with the agency to identify the timing and individuals required for discussion on the process reviews.

6.2.3   Master Data

Master data is defined as a set of long-term data that is used in a frequent nature on business transactions. Master data includes the detailed data elements identified on many transactions. The SCEIS solution contains specific functional areas and their master data items that will require input and establishment by each of the agencies. Examples of master data items and their

respective functional area include: cost center (Controlling), grant (Grants Management), project (Project Systems), fund (Funds Management), and purchasing group (Materials Management).

Data elements that are currently within STARS (Statewide Accounting and Reporting System), to support central accounting and budgetary controls, will be converted during the central government rollout (Project 4). These data elements will be defined at the highest level possible for accumulation of data and budgetary controls. The individual agencies, during their implementation project, will identify these data elements and drill the data down to a lower level (the level to which is required in order to manage their financial activities). A listing of these elements will be provided to the agency during its implementation project.

6.2.4   Reporting Requirements

Reporting requirements were reviewed within each of the functional areas in the Blueprint workshops. The reporting requirements as defined by the workshop participants represented a minimum level of information required to manage the budgetary and operation aspect of their program activities. Many agencies manage their activities within their own financial systems and conduct reconciliation activities between STARS and their internal financial system. The reports required at the individual agency level differ in detail from reports generated by STARS. The agency during its implementation project will be required to provide an inventory of reports needed for management of their operations and review those reports with the baseline reports developed and currently in production in the SCEIS.

The SCEIS solution includes a Business Warehouse component. It is expected that the Business Warehouse will serve as the primary repository for reporting both at a central level and agency level for summary financial results. Refer to the Reporting Strategy for additional details on how the Business Warehouse will be used to support reporting requirements which are included as part of the Business Blueprint document.

To the extent that additional reports are required for an agency to manage its programs and financial activities, the agency may be required to provide functional and technical support for the design and development of the reports. Certain agency recommended reports may be used as additional statewide baseline reports. New reports to the statewide baseline will utilize central resources for development. It is anticipated over the long-term, that some reports identified and developed by agencies will be shared through a user group process and leveraged from one

agency to another. These reports may then be added to the listing of baseline reports available to all agencies, as appropriate.

6.2.5   User Assessment

The end-users must be identified in accordance with the skill sets they possess. The assessment of the end-users will be supported by the Change Management Team to aid in building the appropriate set of training classes. It is expected that individuals identified as users have both immediate access to appropriate equipment for transaction processing and basic knowledge of personal computer applications. The assessment will serve to identify the skill levels of the individuals, the equipment to which they have access, and the location where the individual resides. The location information will be used to support how end-user training is addressed for the respective agency.

6.2.6   User Roles/Job Functions

In tandem with the analysis of the business processes, the Change Management Team will work with the respective agencies to identify the specific users and their current and future job roles. A set of user roles has been created and included within each of the functional areas of this document. The user roles will be examined within the specific functional areas to identify the numbers and specific individuals that will be impacted upon implementation of the SCEIS solution. These individuals must be communicated with both on how their job functions will be impacted and what is expected of them going forward. The Change Management Team will assist the Agency Support Team by providing tools to the agency managers on working with their employees to address job function changes.

The information obtained during the user role/job function reviews will also be used to support the training requirements for the individual agency. The data may be collected simultaneously with the user assessment; however, a review of the job functions will still be required so as to identify and address the functions where changes will occur.

6.2.7   Training Requirements

Training will be conducted prior to the implementation end date (Go Live date) of each project. The training requirements will consist of reviewing the number of individuals requiring training within each function area of the solution, identifying the number of individuals requiring training at each location, and reviewing training facilities and equipment available.

The Agency Support Team will continue to work with the agency upon completion of the training assessment. The agency will be required to identify an individual who will manage the training activities, identification and registration of their employees as well as managing the logistics of training facilities, should they be required. The Agency Support Team will assist in monitoring the status of the agency training enrolling and the identification of any specific or special needs required by the agency for the training of its employees. The central project team will develop training materials. The materials will be maintained based on the functionality implemented. Agencies will not be responsible for developing their own training materials. The agencies will however, need to ensure its users understand the policies within the agency and how they will use the SCEIS solution in accordance with its policies.

6.2.8 Technical Assessment

A technical assessment must be conducted at each agency to ensure: 1) the agency provides the appropriate equipment to its end-users for the processing of business transactions; 2) the agency maintains high-speed connectivity to the SCEIS solution environment from each location expected to prepare business transactions; 3) the agency identifies specific printing requirements necessary for the generation of reports and business documents (purchase orders, requisitions, etc); and 4) the appropriate equipment for imaging of documents is identified and planned for installation.

The technical assessment will be initiated with the business process reviews and involve individuals from the Technical Team and individuals from within the Data Processing/Information Technology groups within the agency. The information required for the assessment can be gathered prior to the business process reviews.

Each of the technical assessment items above will be the agencies responsibility for meeting. Agencies will also be involved in the installation of software locally as appropriate.

6.2.9 Conversion

Data will be converted during the central government implementation. A baseline set of conversion rules will be identified as part of this implementation. These rules may need to be adjusted based on specific agency needs. The agency data conversion requirements will be addressed during their implementation. For conversion of central data, the central project team will be responsible for cleansing and extracting the data as well as developing upload routines or programs. For agency specific conversions, the agencies will be responsible for the extract and

cleansing of the data and will work with a central project team member for development of an upload routine or program. Agencies will not be responsible for developing upload programs into the SCEIS solution.

Conversion of data will occur at two levels: 1) conversion from the STARS to the SCEIS solution, and 2) conversion and drill-down of SCEIS amounts to the appropriate level of detail based on the master data created. The conversion requirements will also be addressed relating to data that is stored in the agency's individual financial systems and other legacy systems where they will be converted over to the SCEIS solution. Specific needs and requirements will be reviewed with the project team and addressed as appropriate.

6.2.10   Interfaces

The interfaces from legacy systems to the SCEIS solution will occur over the course of the rollout. Interfaces from legacy systems will be assessed with the agency team members and the Technical Team. During the Business Blueprint activities, the project team solicited input and updates from the agencies on their existing application environments. The information will be accumulated and addressed with each agency and a recommendation as to whether the functionality contained within the agency legacy financial system will be replaced by the scope of the SCEIS solution implementation.

For application environments at the agency level that will not be replaced by SCEIS functionality, an interface from the agency legacy systems will need to be designed and developed. The agency will be required design and develop the application interfaces. Refer to the Interface Strategy for additional details on addressing agency interfaces.

One interface will be developed to convert the data currently passed to STARS to be transformed to the SCEIS solution. The interface is not expected to impact the agencies and their current processes and will be used by those agencies that have not implemented the SCEIS solution. It is planned that the interface will act as a middle-ware to the files currently passed to STARS. The agency will submit its interface from its legacy financial systems to the Comptroller General, just as the process exists today. The Comptroller General will receive the agency file and translate it to the SCEIS solution. No impact is expected to occur on the interface, as it currently exists.